



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012

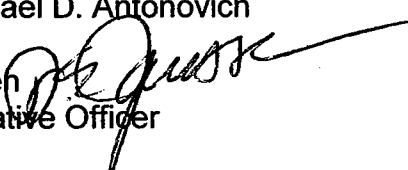
(213) 974-1101

<http://cao.co.la.ca.us>

DAVID E. JANSSEN  
Chief Administrative Officer

August 8, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: David E. Janssen   
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**REQUEST TO APPOINT SUELLEN UNDERWOOD TO THE POSITION OF CLINICAL NURSING DIRECTOR II AT MARTIN LUTHER KING, JR./DREW UNIVERSITY (MLK/DREW) MEDICAL CENTER**

Consistent with the County's policies on management appointments, the Department of Health Services requests authority to appoint Ms. Suellen Underwood to the position of Clinical Nursing Director II at MLK/Drew at an annual salary of \$131,665.25 (\$10,972.10 per month). This requested salary includes placement at the control point (\$115,092) of the salary range, R-13, for this position, plus a 4.0 percent nursing bonus of \$4,603.68 and a 10.0 percent MLK bonus of \$11,969.57. This item is vacant and funded in the Department's 2005-06 Adopted Budget.

The Department indicates that Ms. Underwood will have full responsibility for planning, organizing, staff, budgeting, directing and controlling the performance of surgical services and women/children's services at MLK/Drew. In this capacity, Ms. Underwood will serve as a member of the Nursing Executive Management Team and, among other duties, will assess operational systems, activities, environment and resources for planning and identifying problems; participate in strategic planning for Nursing Services; facilitate development of policies and procedures for areas of responsibility; and monitor performance of nurse managers in units reporting to her.

The Department indicates that Ms. Underwood is highly qualified for this position, with extensive experience in nursing management as a nursing director, including previous supervisory and surgical and operating room nursing experience. Most recently, Ms. Underwood served as Director of Perioperative Services for Tenet Health Care System, Irvine Regional Medical Center, a 175-bed facility in Irvine, California. In this

Each Supervisor  
August 8, 2005  
Page 2

capacity, she was responsible for pre-admission process and surgery center, consisting of eight operating rooms for all surgical specialties including open heart and endoscopic services. Previously, as Consultant/Interim Director of Perioperative Services in Rancho Mirage, California, her accomplishments include successful completion of JCAHO and State Department of Health surveys within limited time frames.

Based on the information provided by the Department regarding Ms. Underwood's experience and qualifications, we concur with their request to appoint her to the position of Clinical Nursing Director II at an annual salary of \$131,665.25.

Because of the critical needs at MLK/Drew, the Department is requesting to make this appointment as soon as possible. Therefore, in accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by August 12, 2003, we will advised the Department that they are authorized to proceed with the appointment effective August 15, 2005.

If you have any question or concerns regarding this appointment, please call me or your staff may contact George Parker of this office at (213) 974-1157.

DEJ:DIL  
SAS:GP:bjs

Attachment

c:     Executive Officer, Board of Supervisors  
       Director of Health Services  
       Director of Personnel

## management appointMENT request

Candidate Name: Suellen Underwood

Employee No.:N/A

Item Number: 5299A

(Check one) NEW HIRE: ☒ PROMOTION: ☐

## FACILITY/PROGRAM

Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

### ■SEE ATTACHMENT

Describe where the position fits into the management organizational structure:

The Clinical Nursing Director II, Item Number 5299A, is assigned within Surgical Services & Women/Childrens' Services at Martin Luther king, Jr./Drew Medical Center and reports to the Chief Nursing Officer. The position will have responsibility for direct supervision of Nurse Managers for Peri-operative Services, Labor & Delivery, Post-Partum, Pediatrics, NICU, Nurseries.

Describe the duties and responsibilities which reflect the scope and complexity of the position: \_\_\_\_\_

Under general supervision, the Clinical Nursing Director II will administer multiple major programs or organization areas with full responsibility for planning, organizing, staffing, budgeting, directing, and controlling the accomplishment of both short- and long-term objectives for Surgical Services and Women/Childrens' Services, King/Drew Medical Center. In this position, Ms. Underwood will contribute to the definition, development, and accomplishment of both short-and long-term objectives of the Nursing Department at King/Drew Medical Center.

The Clinical Nursing Director II will exercise an advanced, expert knowledge of management and leadership techniques and must understand nursing operations, practices, and theory. As such, Ms Underwood will serve as a member of the Nursing Executive Management Team. She will be responsible to assess operational systems, activities, environment and resources for planning and identifying problems; participate in Nursing Services' strategic planning; facilitate the development of policies and procedures specific for areas of responsibility and monitor performance; promote an environment conducive to employee satisfaction, retention and recruitment; and assist staff to achieve an environment in which all patients will be treated with the utmost compassion and respect.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Suellen Underwood has more than 20 years of management experience in health care in the for-profit, not-for-profit, university affiliated, and health maintenance operations sectors. Her work background includes clinical operations and fiscal management of capital and operating budgets and resource allocations. She is experienced in regulatory compliance, as well as performance improvement, safety goals and risk management issues.

Ms. Underwood's most recent employment was as Director of Perioperative Services for Tenet Healthcare System, Irvine Regional Medical Center, a 175-bed facility, in Irvine, California. During her 1½ year tenure, she was responsible for the pre-admission process and surgery center, consisting of eight operating rooms for all surgical specialties including open heart and endoscopic services.

From 2000 to 2004, Ms. Underwood was self-employed as Consultant/Interim Director of Perioperative Services in Rancho Mirage, California. In this capacity, she contracted with not-for-profit hospitals and organizations to provide stable leadership, make and implement recommendations, and prepare for surveys. Her accomplishments during this period include, successful completion of JCAHO and State DHS surveys within limited time frames, implementation of organizational restructure to improve operations and customer service to surgeons and staff, reducing operating expenses, and evaluation of computer systems for scheduling, documentation, charging and statistical reporting.

Ms. Underwood served two years as Administrative Director Perioperative Services at Eisenhower Medical Center, a 253-bed community based, not-for-profit hospital in Rancho Mirage where she was responsible for four sites with 15 operating rooms for all specialties. She has also worked as Director, Adult Surgical Services at Alliant Health System in Louisville, Kentucky. This not-for-profit health care system then had a 1,132-bed capacity for a full range of services for adults. She had responsibility for two hospital sites with 21 operating rooms for all surgical specialties.

Ms. Underwood received her undergraduate Bachelor of Science degree in Nursing from Indiana University and a Masters in Business Administration from Pepperdine University in Malibu, California. She is highly qualified for the Clinical Nursing Director II position and possesses the special knowledge, skills, and experience to successfully perform in this critical position.

Provide the candidate's résumé or curriculum vitae – *Attach electronic copy*

### SEE ATTACHMENT

Identify highest paid subordinate reporting to this position

Name: Pauline Dorsey Rodriguez

Employee #:

Title: Nursing Director, Administration

Calculated Monthly Salary: \$11,026.06

Calculated Annual Salary: \$132,312.72

Range: R12, 3<sup>rd</sup> Quartile [Base]

**Identify management position above the position requested**

**Name:** Kathy White

**Employee #:** N/A

**Title:** NAVIGANT CONSULTANT

**Base/Calculated Monthly Salary:** \$

**Base/Calculated Annual Salary:** \$

**Salary Schedule/Range:**

■ **HUMAN RESOURCES**  
■

**Certify that the position is vacant and budgeted – Attach Item Control**

YES ☒ NO

**Verify current salary of the individual for whom the request is being submitted.**

**CURRENT BASE SALARY:** Month: \$

Annual: \$

**Range, Quartile/Schedule:**

**NEW HIRE:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

**PROMOTION:** Designate the proposed salary and percentage increase over current salary.

**PROPOSED BASE SALARY:** Monthly: \$9,591.00    Annually: \$115,092    Range/Quartile/Schedule: R13/Control Point

**PROPOSED CALCULATED SALARY:** Monthly: \$10,972.00    Annually: \$131,664.00 (includes 4% Manpower Shortage Bonus and 10% KDMC Assignment Bonus)

**Provide listing of all internal equivalent positions within facility/program – Attach electronic copy**

**SEE ATTACHMENT**

**Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy**

YES ☒ NO

**JOB TITLE:** Clinical Nursing Director II, Surgical Services & Women/Childrens' Services

**REPORTS TO:** Chief Nursing Officer

**DIRECT SUPERVISION:** Nurse Managers for Peri-operative Services, Labor & Delivery, Post-Partum, Pediatrics, NICU, Nurseries

**DEFINITION:**

Under general supervision, administers multiple major programs or organization areas with full responsibility for planning, organizing, staffing, budgeting, directing, and controlling the accomplishment of both short- and long-term objectives for Surgical Services and Women/Childrens' Services King/Drew Medical Center. Contributes to the definition, development, and accomplishment of both short- and long-term objectives of the Nursing Department at King/Drew Medical Center.

**JOB SUMMARY**

Exercise an advanced, expert knowledge of management and leadership techniques. Understand nursing operations, practices, and theory. Serves as a member of the Nursing Executive Management Team. Assess operational systems, activities, environment and resources for planning and identifying problems. Participates in Nursing Services' strategic planning. Facilitates the development of policies and procedures specific for areas of responsibility and monitors performance. Promotes an environment conducive to employee satisfaction, retention and recruitment. Assist staff to achieve an environment in which all patients will be treated with the utmost compassion and respect.

**JOB RESPONSIBILITIES - SUMMARY:**

**1. PLANNING PERFORMANCE**

- 1.1. Plans and manages using shared governance concepts.
- 1.2. Participates with the Nursing Department in defining annual goals and objectives, breaking down to quarterly goals and objectives, set time frames and make a statement that objectives have been met or an exception statement.
- 1.3. Participates in the formulation of the budget of nursing resources, equipment/supplies for the assigned areas of responsibility.
- 1.4. Facilitates the professional development of Nurse Managers in the budget process.
- 1.5. Assess the existing current staffing patterns for the assigned areas, and facilitates the development, implementation, evaluation of short-term and long-term staffing requirement for areas of responsibility.

**2. ORGANIZING PERFORMANCE**

- 2.1. Reports directly to the Chief Nursing Officer regarding all matters of organization, work and related matters that involve areas of responsibility.
- 2.2. Assist the Nurse Managers in sound decision making practices that affect the internal and external customer.
- 2.3. Facilitates interdepartmental problem-solving.
- 2.4. Completes responsibilities, tasks, and relationships with other disciplines of the hospital in order to effectively work together.

**3. CONTROLLING PERFORMANCE**

- 3.1. Develops defined goals and objectives for areas of responsibility.
- 3.2. Evaluates the quality and appropriateness of care that is rendered by:
  - 3.2.1. Establishing and monitoring standards.
  - 3.2.2. Measuring actual performance against standards
  - 3.2.3. Correcting deviation from standards.
- 3.3. Communicates clearly all responsibilities and expectations and tasks to the Nurse Manager, assuring Nurse Manager's understanding before acceptance is obtained.
- 3.4. Facilitates the development of an annual budget for areas of responsibility.
- 3.5. Monitors and control costs.
- 3.6. Takes appropriate corrective action as necessary in regards to employees or expenses, either through disciplinary processes (policies, procedures and nursing standards) or through the management of costs.
  - 3.6.1. Discipline is administered fairly and consistently.

#### **4. LEADERSHIP PERFORMANCE**

- 4.1. Encourages an environment in which decision-making is unit based, at the bedside.
- 4.2. Creates an environment that stimulates professional nurses to seek and utilize the resources available.
- 4.3. Facilitates opportunities for the development of staff through in-service and continuing education.
- 4.4. Provides direction to the Nurse Manager in evaluation and appraising the professional nurse, licensed vocational nurse, nurse assistant and clerical staff.
  - 4.4.1. Equitably evaluates the Nurse Managers for management and coordination of unit-based services.
- 4.5. Coordinates and directs the efforts of the Nurse Manager toward accomplishments of nursing services' goals and objectives.
- 4.6. Promotes and maintains communication with other disciplines of the Medical Center as well as the nursing department.

#### **5. STAFFING**

- 5.1. Hires, orients, counsels, and disciplines employees as indicated.
- 5.2. Assists Nurse Managers to resolve difficult staffing situations, analyze contributing factors and plans for preventing recurrence when possible.
- 5.3. Identifies issues and problems that may affect recruitment, retention, and initiates action for resolution with appropriate groups.
- 5.4. Reviews with Nurse Managers the unit absenteeism rates, tardiness rate, overtime usage, turnover rate, and provides feedback on appropriate action.
- 5.5. Facilitates the development, implementation and evaluation of staffing patterns and schedules that provide 24 hour coverage within budget allocation, for units in areas of responsibility.
- 5.6. Communicates recruitment needs to the Chief Nursing Officer.
- 5.7. Participates in the development, implementation, and evaluation of the Nursing Services annual recruitment, retention, and affirmative action plan.
- 5.8. Monitors, reviews, and evaluates census and level of care data on a monthly basis to determine number and skill mix of personnel required to provide quality care in areas of responsibility.
- 5.9. Supervises assigned personnel.

#### **6. QUALITY IMPROVEMENT**

- 6.1. Participates in the CQI Program by collecting and submitting requested data.
- 6.2. Identifies and implements user of systematic monitors to improve care by collaboration with CQI/RM director.
- 6.3. Utilizes organization wide reporting systems to communicate and document findings, action, and follow-up resulting from systematic monitoring and evaluation.
  - 6.3.1. Prepares monthly, quarterly, and annual quality improvement reports and annual quality improvement plan.
  - 6.3.2. Provides opportunities for staff and management input and feedback regarding criteria used in departmental monitoring and evaluation activities through quarterly and annual review.
- 6.4. Monitors unit-based resource utilization
  - 6.4.1. Provides justification for budget increases or decreases.
  - 6.4.2. Provides consultation to Nurse Managers concerning the budget process.
  - 6.4.3. Utilizes quality improvement, patient satisfaction, and risk management information to trend and forecast fiscal needs.

#### **7. BUDGET ADMINISTRATION**

- 7.1. Prepares prioritized and justified annual salary, capital equipment and supply budgets for areas of responsibility in collaboration with the Nurse Managers.
- 7.2. Present prioritized and justified annual salary, capital equipment and supply budgets for areas of responsibility to the Chief Nursing Officer for approval.
- 7.3. Monitors Nurse Managers' compliance with use of budget allocations.
- 7.4. Prepares annual report of budget administration cost effectiveness and cost efficiency for areas of responsibility and submits to Chief Nursing Officer at the end of the fiscal year.
- 7.5. Provides ongoing education to the Nurse Managers regarding salary, capital equipment and supply budget process.
- 7.6. Provides input/feedback to Chief Nursing Officer relative to the impact of product and system changes on the delivery of quality nursing care for patients of all age groups at the King/Drew Medical Center.

#### **8. CONTINUING EDUCATION**

- 8.1. Attends all mandatory annual Nursing Service in services and education programs.
- 8.2. Accepts accountability for personal and professional growth and contributes to the advancement of nursing.
- 8.3. Identifies own learning needs and seeks direction for meeting those needs.
- 8.4. Promotes an environment conducive to professional growth in areas of responsibility.
- 8.5. Serves as a teacher, coach, and /or resource person for Nursing Services in the areas of responsibility.

#### **9. ADMINISTRATIVE**

- 9.1. Prepares timely administrative reports and submits to Chief Nursing Officer as requested.
- 9.2. Ensures proper completion and submission of Event Notification Reports, status changes, and time cards.
- 9.3. Completes/follow-up on unit-based and/or service wide staffing reports.
- 9.4. Develops proposals, justifications and positions papers for Nursing Services as requested and submits to Chief Nursing Officer as assigned.
- 9.5. Networks with other hospitals to share knowledge and skills to promote King/Drew public relations.
- 9.6. Maintains effective communication with units and department within Nursing Services.
- 9.7. Maintains effective interdisciplinary communication.

**10. COMMUNICATION AND COLLABORATION**

- 10.1. Articulates the department's philosophy, policies, standards, and plans to other departments, all nursing personnel, and the community.
- 10.2. Demonstrates support for the departments standards by participation on appropriate projects or committees.
- 10.3. Participates in the formation of Nursing Services mission, philosophy, vision, goals, and objectives.
- 10.4. Communicates openly, effectively and constructively with other nursing personnel, other departments, and the community.
- 10.5. Keeps Nursing Executive Council and Chief Nursing Officer apprised of budgetary issues.
- 10.6. Communicates information to nursing administration and management both formally and informally.

**11. GENERIC**

- 11.1. Maintains proper attendance in accordance with policy.
- 11.2. Maintains privacy and confidentiality.
- 11.3. Performs other duties as delegated by Chief Nursing Officer.

**SUELLEN UNDERWOOD, MBA, RN, BS**

**OBJECTIVE:** Director of Perioperative Services position in leading healthcare organization to utilize my varied experience to encourage a cooperative and supportive culture for staff, contribute to the delivery of quality patient care and customer service, and to enjoy the outcomes of my contributions long-term.

**EDUCATION:** M.B.A., Pepperdine University, 1994. GPA 3.8. Graduated in top 9% of class.  
B.S., Indiana University, 1969

**SUMMARY OF QUALIFICATIONS:** Twenty years of management experience in clinical operations and fiscal management of capital and operating budgets and resource allocation in for-profit, not-for-profit, university-affiliated, and HMO. Experienced in regulatory agency compliance. Demonstrated knowledge of performance improvement, safety goals, and risk management issues. Experienced with computer systems. Excellent analytical, negotiating and interpersonal skills.

**PROFESSIONAL EXPERIENCE:**

**Tenet Healthcare System, Irvine Regional Medical Center, Irvine, CA**

Owned by second-largest for-profit healthcare organization. Facility has 176-bed capacity and offers comprehensive range of health services and medical programs. Full-time employment from January 2004 to April 2005. Extended my employment one month as requested by Tenet.

**Director of Perioperative Services**

- Responsible for pre-admission process, surgery center, eight operating rooms for all surgical specialties including open heart, and endoscopic services with three managers reporting to me and approximately 60 FTE's.
- Reduced operating and labor expenses by negotiating vendor contracts, revising FTE postings, hiring and training candidates for specialty areas, and obtaining pay adjustments for staff retention.
- Received 3% salary bonus for achieving corporate budget compliance criteria.
- Developed process for Commitment to Quality program for computerization of preference cards.
- Developed and implemented statistical reports to quantify and improve operational issues.
- Completed JCAHO and DHS survey with no RFI's specific to areas of responsibility.
- Implemented policies and procedures for compliance with current clinical and regulatory standards for both patient and staff safety.

**Self-Employed Consultant/ Interim Director of Perioperative Services, Rancho Mirage, CA**

Contracted through AORN and independently as Consultant/ Interim Director from 2000 to 2004. Provided stable leadership, made and implemented recommendations, and prepared for surveys.



Contracted with not-for-profit hospitals and organizations. Each contract was renewed. Each position was offered to me for full-time employment with each facility.

- Analyzed budget projected by finance department and justified revisions needed.
- Successfully completed JCAHO and DHS surveys within limited time periods.
- Implemented restructure of department organizational chart to improve operations and customer service to surgeons and staff.
- Improved staff satisfaction by implementing 12-hour shifts.
- Reduced operating expenses through product standardization and inventory reduction and establishment of par levels.
- Coordinated evaluation of computer systems for scheduling, documentation, charging, and statistical reporting. Developed methodology, collected information, prioritized workflow, and coordinated implementation of computerized surgeon preference cards. Implemented perioperative documentation computer system.

### Eisenhower Medical Center, Rancho Mirage, CA

Community-based not-for-profit hospital with 253 beds and a full range of state-of-the-art diagnostic treatment and emergency facilities. Employed full-time from 1998 to 2000 until I decided to work as a consultant through my professional organization.

#### Administrative Director of Perioperative Services

- Responsible for four sites with fifteen operating rooms for all surgical specialties including open heart, PACU, pain management, and endoscopic services. Leadership for seven managers and 142.5 FTE's. Fiscal budget \$21 M dollars.
- Scored 97 with no deficiencies for JCAHO survey, passed Title XXII survey, and HCFA validation survey with no deficiencies.
- Completed Phase I of \$20 M dollar building project for new OR and PACU, moved services overnight, and received state licensure the next day with minimal impact to customer services.
- Retained four surgical technologists by creating and implementing Surgical Technologist levels.
- Negotiated lithotripsy contract that increased volume 20%, improved efficiency by reducing average turnover time 20 minutes, and reduced cost \$200 per procedure. Negotiated laser contracts that provided additional service and reduced annual expenses \$31,000. Proposed Pyxis system installation to control inventory and reduce supply expense \$214,000 first year.
- Implemented task force with key department members and standardized instrument sets with surgeon involvement.

### Alliant Health System, Louisville, KY

Not-for-profit healthcare system with 1,132-bed capacity for full range of services for adults. Serves as a teaching facility for the University of Louisville. Employed from 1996 to 1998 before I returned home to California.

#### Director, Adult Surgical Services

- Responsible for two hospital sites with twenty-one operating rooms for all surgical specialties including open heart, lithotripsy, and endoscopic services. Leadership for sixteen managers, four self-managed work teams, and 207.6 FTE's. Fiscal budget \$27.8 M dollars.
- Coordinated standardization of products and instrument sets between facilities.

- Reduced total inventory by 14 % and organized products to improve efficiencies in ordering supplies and pulling cases.
- Established RN, Surgical Technologist, and PCA levels for recruitment and retention,
- Recruited and trained internal candidates and externs for RN and Surgical Technologist vacancies respectively.

### **ORNDA Health Corporation, Midway Hospital Medical Center, Los Angeles, CA**

Hospital owned by for-profit healthcare system. Capacity for 204 beds for all specialties except open heart and transplants. Worked full-time as a Director from 1993 to 1996 and simultaneously completed Pepperdine's MBA program. Recruited to fill Director position for two hospitals with building project opportunity.

#### **Director of Surgical Services**

- Responsible for perioperative services for nineteen bed Same Day Admission, nine operating rooms, fourteen bed PACU, two GI rooms, and Ophthalmology Laser Lab. Leadership for three managers and 66.4 FTE's. Fiscal budget \$5.4 M dollars.
- Developed tool to proactively monitor labor expenses each month.
- Achieved positive year end budget two consecutive years and received bonus.
- Contributed operational cost containment ideas valued at \$149,876 annually.
- Implemented new Endocare program for laparoscopic procedures.
- Collaborated with Anesthesiology Department to implement policy and procedure for monitoring of the conscious sedation patient, standardization of forms, and development of hospital-wide education and tool for monitoring compliance.

### **Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospital, Anaheim, CA and Kaiser Sunset Hospital, Los Angeles, CA**

Leading integrated healthcare organization that aspires to be the leader in improving health through high-quality, affordable, and integrated health care. Employed full-time from 1986 to 1993 and was promoted to Director of Perioperative Services in 1990. Due to nursing restructure Director role was eliminated. I was recruited to for-profit organization, ORNDA.

#### **Director of Perioperative Services, 1990 – 1993**

- Responsible for Same Day Admitting, seven operating rooms, and ten bed PACU. Leadership for four managers.
- Hospital received JCAHO commendation and was ranked in top 8% of hospital surveyed.
- Developed capital equipment proposals, prioritized, justified requests, and obtained substantial equipment approvals, and contributed to cost-effective operations through monitoring of budget.

#### **Assistant Director of Perioperative Services, 1986 – 1989**

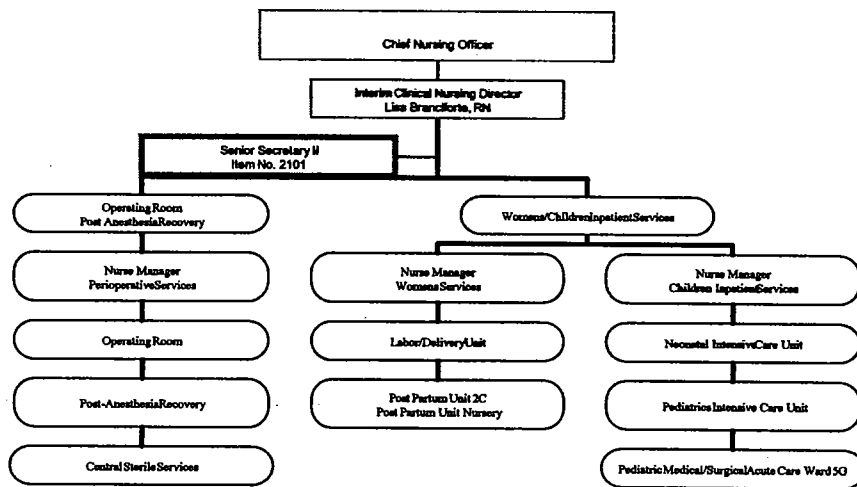
- Promoted to Director of Perioperative Services

### **SUMMARY OF STAFF EXPERIENCE:**

Santa Barbara Cottage Hospital, Santa Barbara, CA  
 Bloomington Hospital, Bloomington, IN  
 Veterans Administration Hospital, Indianapolis, IN

1974 - 1985  
 1972 - 1974  
 1969 - 1972

# King/Drew Medical Center Nursing Perioperative Services



08/07/05